



Metropolitan Washington Council of Governments

At the Center of Change in Our Region



Mission, Vision, Who We Are and What We Do

COG Vision

COG is a world-class, high performance regional organization, recognized for applying best practices and cutting edge technologies to regional issues, making the metropolitan Washington area the best place to live, work, play, and learn.

COG Mission

Enhance the quality of life and competitive advantages of the metropolitan Washington region in the global economy by providing a forum for consensus building and policy-making; implementing intergovernmental policies, plans, and programs; and supporting the region as an expert information resource.

Who We Are

COG is an independent, nonprofit association. It is comprised of 19 local governments surrounding our nation's capital, plus area members of the Maryland and Virginia legislatures and the U.S. Congress.

COG has 268 members who are governing officials of our member jurisdictions. The full membership is represented by its 32 member Board of Directors, which meets monthly to discuss issues and set policies.

COG is supported by financial contributions from participating local governments, federal and state grants and contracts, and donations from foundations and the private sector.

What We Do

COG helps local governments and stakeholders address problems of mutual concern. COG also provides issue-oriented publications, Census Bureau and other demographic data, reports, maps and documents for use by local governments, the private sector, and the public. This organization:

- Promotes regional partnerships
- Develops best practices
- Convenes forums for consensus-building and policymaking
- Implements intergovernmental plans and programs
- Supports the region as an expert information resource on transportation, the environment, homeland security, housing and human services.



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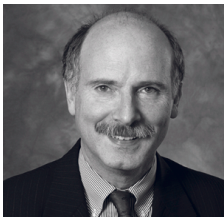
Metropolitan Washington Air Quality Committee

Chair

Thomas E. Dernoga, Prince George's County



Message from the Board Chair



In 2003, the Metropolitan Washington Council of Governments (COG) helped the region face emergencies including Hurricane Isabel and electric power black outs; honored the region's hard working foster parents at a gala dinner; submitted new plans to reduce the air pollution that affects residents' health and addressed truck and transportation safety problems.

It was a very good, a very busy, and a very successful year.

COG's responsibilities for homeland security and regional emergencies continued in full force. Mother Nature didn't let the Regional Emergency Coordination Plan (RECP) or the Regional Incident Communications and Coordination System (RICCS) go unused. She challenged the region with a series of powerful winter storms and sent Hurricane Isabel roaring into the area in the fall.

But 2003 also saw the agency focus more sharply on many of its traditional concerns than it had since the terrorist attacks of 2001. Former Board of Directors Chair Mary K. Hill led the task force that reviewed safety problems related to the large trucks that traverse the region daily and also looked into the issues of pedestrian safety and impaired driving. Board members from Maryland, Virginia and the District of Columbia joined together for the festive gala honoring foster parents last spring.

In 2004, COG will again review the region's growth and development and how they help or harm the community. And through the work of the National Capital Region Emergency Preparedness Council, COG will continue to coordinate the region's response to emergencies.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Phil Mendelson'.

Phil Mendelson

2004 Chair, Board of Directors



Message from the Executive Director

Last year presented me with an opportunity that few people get to enjoy in their professional or their personal lives: I was able to begin again in a familiar environment, but with the chance to lead and shape an organization that I care about deeply.

As the new executive director of the Metropolitan Washington Council of Governments, I bring 18 years of experience with the organization, and more importantly, with the issues and problems unique to this region. That experience makes me very sure that the resources and human capital of metropolitan Washington are much more significant than the challenges we face. As a result, I believe the major keys to success for COG and our regional partners are regional cooperation and coordination on everything from homeland security to affordable housing, the environment, and transportation.

During the past year, COG has continued to demonstrate its skill at regional coordination in the areas of public safety and homeland security. And the ideas and the values related to regionalism also are alive and well as we confront development, growth management, and transportation issues.



I look forward to helping COG and its partners and stakeholder groups around the region work more closely and effectively together in the coming years.

Sincerely,

A handwritten signature in blue ink that reads "David J. Robertson". The signature is fluid and cursive, with the first name "David" being more prominent.

David J. Robertson
Executive Director



The Environment

Improving Air Quality

The region currently meets five of six federal air quality standards, and air pollution levels have decreased overall.



Since the Clean Air Act was enacted in 1990, the metropolitan Washington area has made significant strides in improving air quality throughout the region. The region currently meets five of six federal air quality standards, and air pollution levels have decreased overall (though the rate of improvement has slowed in recent years). However, one component – ground level ozone, which tends to increase with the population – remains a problem.

Having faced a number of challenges over the past two years, the air quality planning process was back on track in 2003. The Metropolitan Washington Air Quality Committee (MWAQC) developed a regional State Implementation Plan (SIP) in two stages last year to meet requirements of the Clean Air Act for areas “severely” out of compliance and to meet the needs of the transportation planners for a revised mobile emissions budget.

In the first stage, MWAQC approved a plan in August to address Clean Air Act requirements for “severe” areas that do not comply with the one-hour ozone standard, such as Washington DC-MD-VA. The plan established a new budget for motor vehicles using new models and improved data to estimate pollutants more accurately. Under federal law, air quality plans must establish a ceiling, or budget, that places a cap on motor vehicle emissions. This requires transportation planners to analyze all proposed improvements to the transportation system in future years and ensure that emissions will not exceed the budget set in the air quality plan (SIP). In December 2003, EPA found the new mobile budget adequate, giving the necessary approval for transportation planners to move ahead with transportation improvements for the region.

Later in the year, MWAQC proposed revisions that included the most recent population forecasts and additional measures to reduce pollution to meet Clean Air Act requirements. Local governments also purchased buses that use clean burning fuels and adopted other voluntary programs.

The plan includes a long list of existing controls to reduce pollution, as well as new control measures designed to reduce volatile organic compounds (VOCs) in the air, which contribute to forming ozone and affect the respiratory health of area residents.

MWAQC also proposed a “Gold Book” of new and innovative initiatives to further contribute to cleaning the region’s air. The Gold Book presents innovative measures that are now underway and promising measures for the future. Gold Book measures include broader purchases of alternative fuel vehicles and larger purchases of wind energy.

Conserving Water

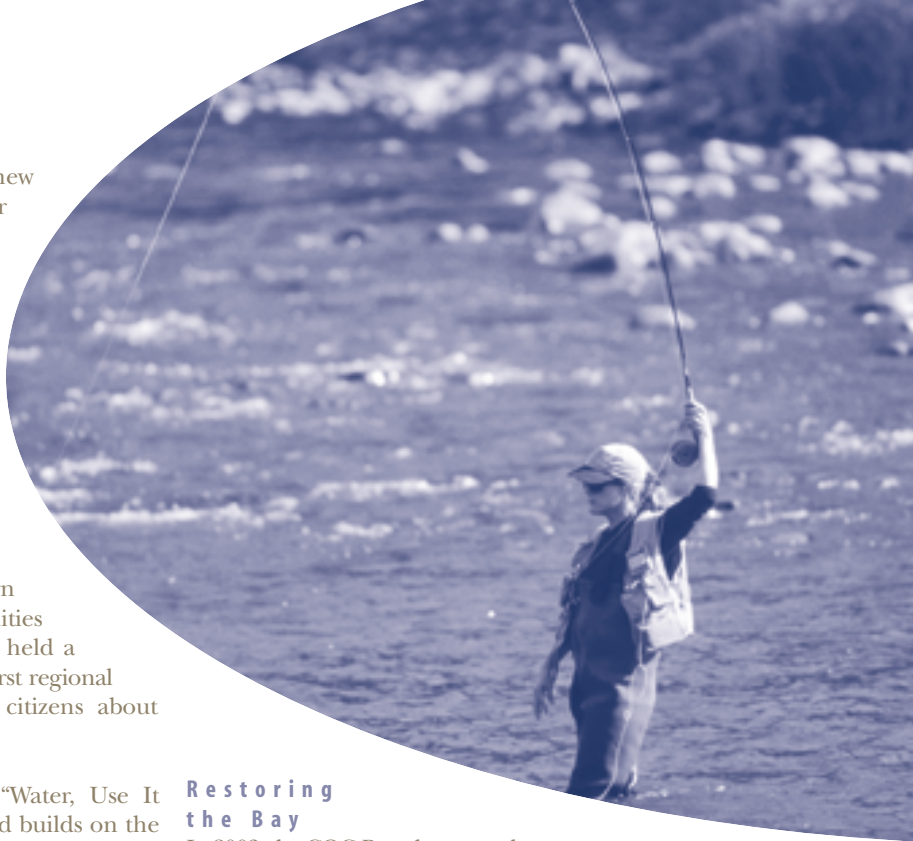
The region experienced record-breaking rains in 2003, but that did not deter COG from launching a year round “Wise Water Use” public education campaign last spring. Partnering with local water utilities and state and federal governments, COG held a kickoff press conference to announce the first regional effort designed to educate and inform citizens about simple ways to save water.

The COG campaign uses the national “Water, Use It Wisely®” campaign logo and materials, and builds on the theme of individual effort: “There are a number of ways to save water, and they all start with you and me.” The effort consists of easy to follow, simple actions and behavioral changes for using water wisely year round, both in the home and outside.

The kickoff featured elementary school children from around the region demonstrating water saving tips such as:

- Turn off the water while you brush your teeth or shave.
- Use a broom instead of a hose to clean your driveway and sidewalk.
- Use a hose nozzle to turn off the water when you wash your car.
- Add a couple of drops of food coloring in your toilet tank. If it seeps into the toilet bowl, you have a leak.

Campaign materials will continue to be developed and distributed in the coming years, with new ads in additional languages that can reach different target populations. Plans are also underway to add new campaign partners and to initiate education-based efforts in area elementary and middle schools, which will introduce students to their water resources and to wise water use stewardship.



Restoring the Bay

In 2003, the COG Board approved a resolution authorizing the Chesapeake Bay Policy Committee (CBPC) to pursue funding to clean up the Bay and its tidal tributaries. The Committee recommended that COG seek additional funding to address three main sources of water pollution in the Bay: wastewater from municipal treatment plants, urban storm water, and runoff from agriculture.

The Committee is exploring several alternatives for funding Bay restoration efforts. Several federal legislative proposals are under consideration. They would:

- provide cost sharing for wastewater plants;
- provide federal funds for water quality and storm water controls; and
- support a special pilot program, known as the Chesapeake Bay Working Lands Nutrient Reduction Pilot Program, to develop innovative conservation practices on working farm land.

The CBPC is studying these and other funding approaches and plans to provide the COG Board with detailed proposals for consideration in the near future.

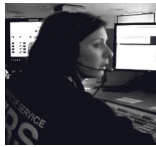


Homeland Security and Human Services

Keeping the Nation's Capital Safe

In some ways, the events of September 11, 2001 seem a far-away memory. In others, it is as though the tragic incidents happened yesterday. What occurred more than two years ago is still a very real, very present guiding force at COG, where homeland security has a permanent place at the forefront of all regional activities.

Regional events put the RECPSM to the test several times in 2003.



The nation's first Regional Emergency Coordination Plan (RECP)SM, which the COG Board adopted in 2002, is now the handbook for coordinating a response to any hazard or threat to the National Capital Region. The plan represents a collaborative strategy whereby local, state, federal, private and nonprofit sector organizations continue to work cooperatively to unify the region in combating any potential danger to regional security. The RECPSM provides coordination on 15 Regional Emergency Support Functions (RESF) based on the structure of the Federal Emergency Management Agency's response plan. Developing this plan required each of COG's departments to develop strategies for dealing with challenges, from the possible onslaught of a disease epidemic to threats to the water supply, to the need for an emergency transportation coordination plan.

To provide leadership and vision for the continually changing emergency preparedness needs of the metropolitan Washington area, the COG Board established the National Capital Region Emergency Preparedness Council (EPC). The EPC is an advisory body charged with managing and implementing the RECPSM, coordinating activities of various support function working groups, and helping to develop and conduct preparedness training. The EPC council consists of elected officials, COG committee chairs, and representatives of homeland security, state emergency management services, and transportation agencies, along with the nonprofit and business communities.

Regional events put the RECPSM to the test several times in 2003: first to coordinate governmental response to a series of heavy snowstorms and then to cope collectively with emergency conditions caused by Hurricane Isabel. Over the course of the year, COG's Regional Incident Communication and Coordination System (RICCS)SM became instrumental in facilitating coordinated and effective responses to various emergencies.



The system can now provide round-the-clock emergency notifications and conference call capabilities from any one of five operating host centers located in the District of Columbia, Maryland, and Virginia. Officials are able to communicate and make decisions through conference calls and by sending messages via cellular phones, two-way radios, e-mail, pagers, and other devices. As a result, businesses and families were able to protect their facilities and homes from dangerous weather, and Metro officials were able to prevent potential injury to commuters by temporarily closing rail service at the onset of tropical winds from Hurricane Isabel. These decisions emanated from the series of regional conference calls coordinated through the RICCSSM.

These new challenges, coupled with the advent of emerging technologies allowing officials to handle such emergencies more effectively, led COG to review the Regional Snow Emergency Outreach Plan developed in 1997 and update it with procedural and technical enhancements. The process resulted in COG creating the Snow Emergency Assessment System (SEAS), a web-based tool designed to make snow conference calls more efficient and informative for regional decision makers. SEAS allows users – emergency managers, elected officials, transit agency administrators, and others – to input transportation, public works, and weather-related data from different locations and sources as a storm is developing. The process begins with the forecast of a snow-storm and concludes with a three o'clock a.m. conference call that COG coordinates.

In June, COG introduced continuity planning software to help small businesses develop plans for potential crises. The software, developed in cooperation with the Greater Washington Board of Trade and

offered online free of charge, enables businesses to identify hazards and to develop employee and supplier listings, checklists of key operational actions, and information on continuity of operations. COG initiated the program to help the region's business sector prepare for disasters that might disrupt operations, thereby protecting the region's economy in the event of a calamity.

Since the tragic events of September 11 brought to light the need for coordinated emergency preparedness planning, the Council of Governments has convened the region's leaders to develop and test a regional program that can stand as a model for the nation.



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Protecting Public Health

One of the biggest issues facing public health programs in 2003 was combating the onset of new diseases. COG's Mosquito-Borne Pathogens Task Force updated its West Nile Virus Response Plan to reflect the widespread nature of the virus. The updated plan focuses on regional coordination and public outreach, and includes information on surveillance, mosquito control, and data tracking.

COG also worked with medical and law enforcement personnel to prepare the region when Severe Acute Respiratory Syndrome (SARS) became a national threat. Once the threat of SARS subsided, health experts working

in conjunction with COG determined that the best way to prepare for future health emergencies is to continue preparing medical professionals for any disease that may crop up.

Mental health also topped COG's health agenda in 2003. In two separate reports, experts assessed the cost of alcohol abuse to employers and regional activities to reduce impaired driving. Both reports, "Regional Activities to Reduce Impaired Driving in the Metropolitan Washington Area" and "Employee Alcohol Abuse: Is it Costing Your Government Money?" will help guide new programs and policies throughout the regional health sector.

Revisions to the Regional Emergency Coordination PlanSM were among health officials' most important work this year. As elected officials and regional leaders collaborated to update the plan, COG worked to incorporate mental health strategies into preparedness efforts. As part of this focus on mental health, local governments are training law enforcement and emergency personnel to work together with mental health professionals to help citizens cope with the trauma caused by tragedy.

Monitoring Housing and Economic Trends

The metropolitan Washington area is a vibrant, thriving metropolitan region. But for all its growth and development, the region's economy has its weaknesses.

In 2003, COG staff analyzed newly released data from the 2000 census to produce two issues of "Our Changing Region," a series of periodic reports on economic and demographic characteristics of the metropolitan Washington region. One report relies on housing data, while the other provides details on household income, public assistance income, and poverty statistics.

One of the biggest issues facing public health programs in 2003 was combating the onset of new diseases. COG also worked with medical and law enforcement personnel to prepare the region when Severe Acute Respiratory Syndrome (SARS) became a national threat.



More than 62 percent of the region's residents owned their homes, according to census reports, principally because of the impressive statistics from two counties. In Loudoun County, 79.4 percent of resi-

dents own their own homes and Fairfax County has the highest number of owner occupied units (248,858) in the region. However, data from the 2000 Census also shows that among these numbers, African Americans, Hispanics, and Asians continue to lag behind whites in owning their own homes.

The report further substantiates concerns about housing affordability, indicating that the median rent for the COG region was \$821 and, due to the high cost of housing, nearly one third of all residents in the area pay too much for this very basic need.

The Washington Area Housing Trust Fund, a regional trust fund established by COG and the Washington Area Housing Partnership in 2002, is addressing this issue by providing pre-development, new construction, rehabilitation, bridge financing, and down payment and closing cost assistance to developers and builders. In 2003, the Trust Fund granted its first loan to the Island Walk Cooperative, a limited equity Section 8 cooperative in Reston, VA for \$150,000 in predevelopment funds. Originally developed by Fairfax County in 1979, and controlled by its Board of Supervisors, the complex has deteriorated substantially in recent years.

The 102-unit property is located in a wealthy area of Fairfax County where affordable housing is in great demand and very difficult to develop. It has the added benefit of home ownership, as residents may exercise a purchase option at the end of the tax credit compliance period (15 years). Island Walk provides resident services such as youth clubs; and there are plans to expand this element of community benefit.

The metropolitan Washington region's median household income is nearly 60 percent higher than the rest of the nation, with more than one quarter of all households earning \$100,000 or more. However, the poverty rate has increased in most local jurisdictions over the last decade, and about one in five households has an income less than \$30,000. In the District of Columbia, one in three households has an income under \$30,000.

Other economic indicators for the area were positive. Information in COG's "Economic Trends in Metropolitan Washington, 1998-2002," shows a growing number of jobs (from 2.37 million to 2.58 million over the five year period), with unemployment averaging 3.7 percent (except in the District of Columbia, where the rate remained high at 6.4 percent).

According to the report, the federal government spent \$87.5 billion in the region and federal procurement exceeded salaries and wages. Consumers increased their spending and retail sales rose two percent higher than the national average of 10 percent.


The 2002 annual summary of commercial construction indicators released in 2003 reported the region's fifth greatest number of commercial construction starts since 1980. After a 34 percent decline in 2001, 510 commercial projects valued at nearly \$3.7 billion got underway last year. Northern Virginia led the expansion with 235 projects; suburban Maryland added 11.2 million square feet of new space; and the District of Columbia claimed 6.5 million square feet. Private companies initiated 67 percent of all new projects while federal, state, and local governments accounted for the remaining 33 percent.

Tracking and Ending Homelessness

For the third year, COG conducted an annual count of the region's homeless population on a single day in January. The findings indicated an increase in homelessness among families with children, but suggested only a slight increase overall in the size of the homeless population within the region.



In 2003, the total homeless population of families with children rose from 40 percent the previous year to 46.5 percent. COG's enumeration project provides a "snapshot" of the homeless people who come into contact with service providers on a single day. It is not a scientific count of the population trend over time. For the first time, the survey attempted to count the "chronic" homeless, a category that includes families or individuals who have been homeless continually for more than a year and are not presently in transitional or permanent housing. The 2003 survey counted 1,939 adults and 218 persons in families as "chronic" homeless.



COG's Potomac Regional Education Partnership (PREP) continued to support the region's school systems in 2003 through new programs and partnerships such as helping to provide after-hours programs for low-income students at local schools.

Researchers say that the enumeration is the most effective measure of the regional homeless problem at present. Until the regional enumeration began in 2001, it was not possible to aggregate data on homelessness in the region with any degree of confidence. The coordinated point-in-time enumerations over the past three years have produced meaningful data on homelessness throughout the region. COG will continue to conduct the survey each year and share the information gathered to improve shelter and other services for homeless families and individuals.

COG's Homeless Services Planning and Coordinating Committee sponsored a half-day seminar in conjunction with Fannie Mae's Northern Virginia Partnership Office highlighting practical models of the "housing first" concept. More than 50 homeless advocates, mental health professionals and social workers from around the region participated in the discussion on model programs that provide housing and housing assistance before addressing the health or drug abuse concerns of the chronic homeless.

Fostering Hope

Community services are at the heart of the region's interconnectedness and quality of life. With 6,000 children across the metropolitan region in foster care on any given day, COG's outreach program to identify foster and adoptive families fills a critical need. In 2003, with funding from the Freddie Mac Foundation (a sponsor of "Wednesday's Child" on NBC-4), COG honored more than 800 foster parents with a gala awards program held during Foster Parent Appreciation Month in May. The event was an opportunity for the region to thank foster parents who give of their hearts and homes to help children grow, achieve, and become good citizens.



COG and the Freddie Mac Foundation have enjoyed a successful history of caring for children in the child welfare system since 1992, when the “Wednesday’s Child” Program began in partnership with NBC-4. “Wednesday’s Child” is a weekly television feature that helps find adoptive families for children in foster care and has helped place more than 200 children in permanent homes, for which it received an Emmy award nomination. Since this collaborative effort began, there has been a 25 percent increase in the number of licensed foster parents. The Freddie Mac Foundation also helped provide data analysis to COG member governments to assist them in recruiting foster families that best fit the needs of the children they have in care.

Supporting Local Schools

With its resolute mission to improve educational outcomes and career prospects for students in the metropolitan Washington area, COG’s Potomac Regional Education Partnership (PREP) continued to support the region’s school systems in 2003 through new programs and partnerships.

One such partnership involves linking area public schools with neighborhood Community Technology Centers (CTCs) in an effort to help improve test scores. A three-year grant from the Harry and Jeanette Weinberg Foundation sustains the program, allowing PREP to award grants and technical assistance to partnering CTCs and local schools to provide after-hours programs for low-income students. The program builds capacity for CTCs while helping low-performing schools in the District of Columbia and neighboring Maryland and Virginia suburbs meet federal “No Child Left Behind” requirements.

PREP established the Mentors in Technology Program in 2003 with a grant from the U.S. Department of Education. This pilot program uses previously trained teachers to mentor their peers in using technology in the classroom. The project is expected to enhance student achievement and provide the region’s low-performing schools with access to much-needed training tools for teachers.

In an effort to enlist 300 new teachers for public schools in the metropolitan Washington area, COG and Howard University’s School of Education teamed up last year to recruit and train recent non-education track college



graduates and mid-career professionals as teachers. With a growing teacher shortage and a demand for more

multicultural education, colleges of education are trying to do their part to ensure that there is an ample supply of quality urban teachers.

Transition to Teaching offers three one-year study programs as an alternative path to acquiring the certification required to teach in the Maryland and Virginia public school systems. Candidates attend graduate level courses during the summer at the Howard University School of Education, and receive a three-year contract to teach in high-need school districts while they continue taking courses towards certification and a Master’s degree.

Program participants are required to enroll and successfully complete two graduate courses per semester toward a teaching certificate and a Master’s degree. In addition, they receive paid tuition for up to 18 credits and a stipend to help defray living expenses. The Transition to Teaching program also provides support in the classroom for the new teachers, and professional development training.

Because early childhood facilities also have a great need for trained teachers, COG continues to sponsor its very successful Child Care Higher Education Scholarship Project (HESP). The program provides tuition assistance to regulated family child-care providers and child care center staff members to complete courses in early childhood development at Trinity College, Montgomery College, or the University of the District of Columbia.



Transportation

Addressing Transportation Challenges

The TPB CAC hosted several meetings throughout the year to give residents an opportunity to learn more about various proposals and initiatives that address transportation challenges.



The National Capital Region is growing, with the population projected to expand from its year 2000 count by 15 million people and the number of jobs to increase 46 percent by 2030. This growth will affect the region's transportation system greatly.

Traffic backups and overcrowded trains have become a near-daily part of the metropolitan Washington area commuting experience, and congestion is expected to worsen.

Value Pricing

Addressing the rising demand for transportation has been further hampered by shrinking state and local budgets. Metro alone needs \$250 million a year for the next six years just to maintain its current level of service.

To address the gap between funding capabilities and mounting strains, the Transportation Planning Board (TPB) co-sponsored a one-day conference outlining pricing strategies that could provide new transportation options, raise revenues, and cut congestion. The conference brought together more than 185 elected officials, business and community leaders, and others for the region's first major discussion on new pricing policies.

Experts from around the country participated in the event which highlighted value pricing strategies, or the use of charges and fees to produce revenue and influence travelers to use highway and transit systems more efficiently and equitably. The event brought attention to High Occupancy Toll (HOT) lanes, which permit solo drivers to pay fees to use carpool lanes and have been proposed as one possible solution to relieving Beltway congestion.

Citizen Input

The TPB Citizens Advisory Committee (CAC) hosted several meetings throughout the year to give residents an opportunity to learn more about various proposals and initiatives to improve the region's transit system, relieve congestion, and revitalize community roads and walkways. The public meetings were met with energetic response, drawing as many as 100 people at a time. The CAC will hold more meetings in 2004.

Traffic Signal Retiming

COG continues to support regional efforts to relieve traffic congestion and to reduce transportation-related air pollution. In December, the Transportation Planning Board (TPB) announced significant progress in improving traffic signal timing through a process known as Traffic Signal Optimization. Optimization activities retime traffic signals on a coordinated basis roughly once every three years, determining the number of seconds a stoplight remains red, yellow, or green for each roadway direction according to traffic patterns. Since the TPB adopted an aggressive regionally cooperative traffic signal optimization program in July 2002, the region has retimed more than 500 stoplights. Officials are on track to meet or exceed the goal of an additional 856 signals optimized by mid-2005.

Traffic Signal Optimization is one of numerous Transportation Emissions Reduction Measures, or TERMS, being implemented to help move the region closer to meeting national air quality standards for ground-level ozone. Such projects were an important focus at COG throughout 2003, where air quality issues were prominent in developing transportation plans.

Commuter Options

Commuter Connections, a network of regional transportation organizations staffed by and housed at COG, launched a first-ever regional mass marketing campaign to promote the use of mass transit, ridesharing, and telecommuting as alternatives to commuting alone by car. The campaign includes radio and television advertising, direct mail, and special events bringing attention to free services offered through Commuter Connections for residents of the metropolitan Washington region. The campaign aims at converting 8,500 solo drivers over to alternative commuting modes by June 2005, which will help reduce air pollution significantly.

Transportation Safety

While traffic congestion, budgetary concerns and air quality are at the core of COG's transportation planning strategies, officials turned their attention to another equally important issue in 2003. COG convened its first Transportation Safety Workshop to examine common

challenges and explore regional solutions to making the area's roads safer and more user-friendly. The workshop brought together experts to discuss truck and pedestrian safety and impaired and aggressive driving.

Discussions highlighted pedestrian safety initiatives, television, and radio advertisements intended to curb impaired and aggressive driving, and COG's support of the "Smooth Operator" program, a cooperative effort to curb aggressive driving in the region. COG's newly established Truck Safety Task Force presented a report that studied safety issues associated with large trucks and offered recommendations for reducing collisions. Recent data shows traffic fatalities in the region involving large vehicles totaled 166 last year.



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A Look Back at 2003 Events

IRE Graduation



COG's Institute for Regional Excellence Executive Development Program (IRE) graduated 18 certified public managers who participated in a rigorous, 12-month course of study preparing them for regional governance through leadership and management training.

Risk/Crisis Communication Workshops



Risk Communications Workshops held at COG brought together elected officials, police and fire chiefs, mental health professionals, and public information officers to develop strategies for communicating to the public during potential health, weather, or terrorist-related threats to the region.

MAXACCESS



More than 800 participants attended COG's bi-annual small business conference on contracting with local governments in early May, co-sponsored by the Minority Business Coalition of Washington, D.C. and held at the new Washington, D.C. Convention Center.

2003 Annual Meeting



At the annual meeting in December, COG honored members of the region's congressional delegation for their support of local homeland security initiatives, local outstanding elected officials, and special guests representing the Department of Homeland Security.





Budget: FY 2003 Highlights

Revenue Sources

| | |
|-----------------------------------|---------------|
| <i>Total Revenues</i> | \$ 21,649,006 |
| A. Federal Grants and Contracts | \$ 10,252,445 |
| B. State Grants and Contracts | \$ 3,929,706 |
| C. Local Government Contributions | \$ 2,302,655 |
| D. Special Contributions | \$ 5,164,200 |

Expenditures by Program

| | |
|--|---------------|
| <i>Total Expenditures</i> | \$ 21,649,006 |
| A. Transportation Planning | \$ 12,867,000 |
| B. Environmental Programs | \$ 4,997,827 |
| C. Human Services, Planning & Public Safety | \$ 2,990,000 |
| D. Direct Services to Local and State Governments | \$ 794,179 |



COG Senior Staff

Senior Staff

Executive Director

David J. Robertson

Assistant Executive Director

George S. Rice, Jr.

General Counsel

F. Lee Ruck

Chief Financial Officer

Sonny A. Amores

Purchasing and Facilities Director

Carl Kalish

Human Resources Management Director

Imelda Roberts

Public Affairs Director

Jeanne Saddler

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